



redevelopment ready
communities®

BEST PRACTICES



revised September 2022



Redevelopment Ready Communities® (RRC) is a voluntary technical assistance initiative offered through the Michigan Economic Development Corporation (MEDC) which empowers communities to shape their future by building a foundation of planning, zoning, and economic development best practices and integrating them into their everyday functions.

Communities who engage in the RRC process commit to improving development readiness by agreeing to undergo a rigorous assessment and working locally to integrate the best practices as described in this document. Developed by public and private sector experts, the RRC Best Practices are the standard for evaluation. Each best practice addresses key elements of community and economic development. Evaluations are conducted by the RRC team through interviews, document review and data analysis. After the baseline assessment, a community is presented with a report that highlights successes and outlines recommended actions for implementation of the best practice criteria. The expectations listed with each evaluation criteria are

what a community is measured against to determine if that criteria is being accomplished. A community must demonstrate how the expectations are being achieved, and when applicable, may propose alternative approaches. To achieve the community's desired RRC level, a community must meet all applicable RRC Best Practice criteria.

Redevelopment Ready Communities® certification signals that a community has clear development policies and procedures, a community-supported vision, a predictable review process and compelling sites for developers to locate their latest projects. Communities who achieve Certified level gain access to a series of additional benefits, including the Redevelopment Services Team, a specialize team focused on supporting development opportunities for priority sites through site packaging and marketing efforts. These packaged sites are primed for new investment because they are located within a community that has effective policies, efficient processes and the broad community support needed to get shovels in the ground.

This handbook includes not only RRC Best Practice criteria and expectations for each level, but also helpful information on the process, key definitions, tips for integrating the best practices, and more.

Any questions can be directed to the RRC team at rrc@michigan.org. Please visit www.miplace.org/rrc for more information on RRC.

RRC Levels: Essentials and Certified	4
Resources.....	5
RRC Framework	6
What are the Best Practices?	7
Best Practice 1: Plans and engagement.....	9
Best Practice 2: Zoning	11
Best Practice 3: Development review	15
Best Practice 4: Boards and commissions.....	19
Best Practice 5: Economic development and marketing	21
Post Certification Appendix: Best Practice 6: Redevelopment Ready Sites®	24
RRC Best Practice references, glossary, and notes.....	26
Conclusion	32



RRC LEVELS: ESSENTIALS & CERTIFIED

Based on feedback from communities and other stakeholders, RRC offers two levels: “Essentials” and “Certified.” Communities can determine which level is most appropriate for their needs based on capacity, community goals and other local factors. Communities are encouraged to consult with their assigned community planner if they are unsure which level they would like to pursue. RRC understands that no two days are the same when it comes to running a local government; in recognition of that, communities can move between

levels if local considerations change.

Each best practice in this handbook includes expectations for Essentials and for Certified. This allows for maximum transparency and easy comparison. In some cases, they are identical, but in many criteria, RRC Certified level includes additional expectations. Once a community determines the level it would like to achieve, it should focus on the appropriate expectations throughout this handbook.

Purpose

ESSENTIALS	Communities who have achieved Essentials status have all the key documents and practices in place to provide a predictable development experience and meet local planning and zoning responsibilities under Michigan law.
CERTIFIED	RRC Certified communities have integrated all the Best Practices into their local processes and proactively seek out community development opportunities while providing a predictable development experience.

Best Practices

ESSENTIALS	Plans and Engagement [BP 1]; Zoning (partial) [BP 2]; Development Review (partial) [BP 3]; Boards and Commissions (partial) [BP 4].
CERTIFIED	Plans and Engagement [BP 1]; Zoning [BP 2]; Development Review [BP 3]; Boards and Commissions [BP 4]; Economic Development and Marketing [BP 5]; Redevelopment Ready Sites [BP 6].

Benefits

ESSENTIALS	Access to assigned community planner, RRC library, RRC training opportunities, RRC technical assistance match funding opportunities, and other benefits as identified.
CERTIFIED	All Essentials level benefits, plus access to the Redevelopment Services Team, site marketing support, continued access to RRC technical assistance match funding opportunities, and other ever-evolving benefits such as free event registrations, social media and more.



RESOURCES

Communities who engage with the Redevelopment Ready Communities® program gain access to many tools and resources to support their efforts to align with the best practices.

COMMUNITY PLANNER

Each RRC community has direct access to a community planner who can help guide them through the process. Planners are assigned regionally which provides an extra level of customization for the program. The assigned planner will handle all record keeping for the community's progress, conduct the baseline assessment and final certification assessment, connect the community with resources, review drafts, attend meetings as requested and more.

RRC STATUS SYSTEM (TRELLO)

RRC uses an online system called Trello to provide real-time access to the community's RRC status and best practice progress. This free browser-based software allows the community to have a direct line of communication with the RRC team, upload items as they are completed, and organize its RRC workload to fit its capacity. Learn more about the system by going to www.miplace.org/rrctrello.

RRC LIBRARY

Over the years, RRC has collected examples of the many ways communities have been able to align with the RRC Best Practices. These have been compiled in the RRC library. Anyone can access the library by going to www.miplace.org/rrclibrary.

RRC ONLINE TRAINING

RRC encourages communities to have multiple staff, elected and appointed officials complete the "RRC Best Practices Training Series" online. This free system provides an up-to-date overview of RRC and in-depth courses on each of the best practices. This is an especially great opportunity for planning commissions, councils, and DDAs to get some easy, flexible training. The more local officials and staff who are trained, the more effective RRC will be to the community over time as it integrates the best practices. Users can learn more and register for the system by going to www.miplace.org/rrctraining.

RRC TECHNICAL ASSISTANCE MATCH FUNDING

RRC understands that communities face financial realities, which can create challenges in funding projects which relate to RRC Best Practices. In recognition of that fact, RRC offers funding to assist communities in completing some RRC items. Common uses are updating plans, zoning ordinances and economic development/marketing plans. Funding is on a case-by-case basis and requires communities to have received a formal baseline report and have demonstrated progress in implementing recommendations from the baseline report. While parameters around this assistance are continually evolving, details on the current process and considerations can be found at www.miplace.org/rrctamatch.



REDEVELOPMENT READY COMMUNITIES® FRAMEWORK

The Redevelopment Ready Communities® process is guided by four pillars: guiding principles, mission, vision, and customer experience. These help to provide a consistent yet customized experience for each community, factoring in differences such as population, existing development patterns, staff capacity, financial capacity, and other local challenges or strengths.

RRC Guiding Principles: These principles guide how RRC is designed and implemented at a programmatic and local level:

1. Community driven
2. Predictable
3. Implementable
4. Proactive
5. Equitable
6. Collaborative

Mission Statement

RRC empowers communities to shape their future by building a foundation of planning, zoning, and economic development best practices and integrating them into their everyday functions.

Vision Statement

A “Redevelopment Ready Community” has a clear vision for the future, established through collaborative community planning, and understands the actions and tools necessary to achieve that vision. It welcomes private

sector investment to support that vision via a customer service approach to development that is proactive and predictable. Early on, an applicant can easily find the information they need to understand the process, including how long it will likely take and what costs they can expect to incur. Once a project review is officially underway, it is guided by a detailed and documented internal review process. Decisions are made by staff and officials who regularly receive training and are informed on key concepts and trends. The community values continuous improvement and maintaining updated plans and processes.

Customer Experience Statement

Communities engaged in RRC understand the long-term value of implementing the RRC Best Practices and can easily understand the process for reaching and maintaining certification. They build productive relationships with their community planner and access a wide range of resources throughout their experience ranging from the RRC baseline assessment to the RRC library, webinars, workshops and more. The planner connects the community not only with resources to reach certification, but also works to challenge norms and capture community development momentum at critical junctures which can lead to long-term prosperity. Community planners always welcome feedback and maintain an adaptive mindset to help the program evolve over time.



WHAT ARE THE BEST PRACTICES?

BEST PRACTICE 1: Plans & Engagement

Best Practice 1 evaluates community planning and how a community's redevelopment vision is embedded in the master plan, capital improvements plan, and downtown plan or corridor plan(s). It also assesses how a community identifies its stakeholders and engages them, not only during planning processes, but on a continual basis.

Comprehensive planning documents are a community's guiding framework for growth and investment. Information and strategies outlined in the plans are intended to serve as policy guidelines for local decisions about the physical, social, economic and environmental development of the community. The master plan is updated, at a minimum, every five years to provide a community with a current and relevant decision-making tool. The plan sets expectations for those involved in development, giving the public some degree of certainty about their vision for the future, while assisting the community in achieving its stated goals. An updated master plan is essential to articulating the types of development the community desires and the specific areas where the community will concentrate resources. Coordination between the master plan, capital improvements plan, and downtown plan or corridor plan(s) is essential. It is important that planning documents establish goals, implementation actions, timelines and responsible parties.

Public participation is the process by which a community consults with interested or affected stakeholders before making a decision. Communities have a large toolbox of ever-evolving options for how to solicit public participation ranging from time-tested (and required) tools such as public hearings and notices to more proactive activities such as open houses, social media, and surveys. A public participation plan is essential to formalize those efforts and outline how the public will be engaged throughout planning and development processes. Such a plan can help minimize disputes later in the development review process and ensure diverse and equitable stakeholder engagement.

BEST PRACTICE 2: Zoning

Best Practice 2 evaluates a community's zoning ordinance and how it meets community goals, enables the form and type of development the community is seeking and includes modern approaches to zoning. Zoning is a key tool for plan implementation. Obsolete zoning regulations can discourage development and investment. Outdated regulations can force applicants to pursue rezoning or variance requests thus extending project timelines, increasing costs, and creating uncertainty. Communities should look to streamline requirements and regulate for the kind of development that is truly desired. Zoning should be used to shape inviting, walkable, vibrant communities, rather than inhibit them.

BEST PRACTICE 3: Development Review

Best Practice 3 evaluates the community's development review policies and procedures to ensure they integrate predictability throughout. Unnecessary steps or unclear instructions increase time and expenses associated with development. Community leaders should look to simplify and clarify policies and increase efficiency to create an inviting development climate that is vital to attracting investment. To do this, sound internal procedures need to be in place and followed. Making information on the development review process and resources readily available assists applicants of all experience levels in understanding what they will need to know as they invest in the community.

BEST PRACTICE 4: Boards & Commissions

Best Practice 4 assesses the tools a community has put in place to strengthen their boards and commissions. Diversity on boards and commissions can ensure a wide range of perspectives are considered when making decisions on development and financial incentives. Being intentional when a community conducts recruitment



WHAT ARE THE BEST PRACTICES? *continued*

and orientation for newly appointed or elected officials and creates a solid foundation for the community to build upon. Additionally, communities that prioritize training and collaboration provide officials and staff with opportunities to expand their knowledge and ultimately make more informed decisions about land use and redevelopment issues.

BEST PRACTICE 5: **Economic Development**

Best Practice 5 assesses the community's plans to strengthen its overall economic health and market itself to create community pride and increase investor confidence. Today, economic development means more than business attraction and retention. While business development is a core value, a community needs to include community development and talent in the overall equation for economic success. The goal of the economic development strategy is to identify initiatives and methods that will encourage diversity of the region's economic base, tap into opportunities for economic expansion and help to create a sustainable, vibrant community. Additionally, this best practice helps communities understand and deploy local economic development tools and incentives.

Marketing

The ability to tell a community's story is an essential part of any economic development effort. To do this, communities must understand their existing assets, know their audience, and have consistent messaging. To coordinate these efforts internally and externally, Redevelopment Ready Communities® create formal marketing plans which help implement the community vision, values and goals.

BEST PRACTICE 6: **Priority Redevelopment Sites**

Best Practice 6 assesses how a community identifies, envisions, and markets their priority redevelopment sites. Instead of waiting for developers to propose projects, Redevelopment Ready Communities® identify priority sites and prepare information to assist developers in finding opportunities that match the community's vision. Communities must think strategically about the redevelopment of properties and targeting investments in areas that can catalyze further development. For instance, identifying and marketing priority sites in obsolete, vacant and underutilized properties can assist a community in stimulating the real estate market. Additionally, engaging the public and understanding desired outcomes for priority sites create a predictable environment for development projects and reduce the risk of rejected development proposals. Post certification, the Redevelopment Services Team will be available to assist communities in identifying, packaging, and marking sites that can help the community implement their vision.

EXPECTATIONS

The following pages provide more detail on each best practice, outlining criteria within each. The RRC team uses these expectations when working with communities to determine if the community's local processes align with the best practices. Communities are encouraged to carefully review the expectations when working on RRC-related items and reach out to their community planner with any questions.

Best Practice 1: PLANS & PUBLIC ENGAGEMENT

1.1 Master Plan

Master plans establish a community vision through public engagement and identify how to implement that vision. The plan is an essential document that guides future development throughout the community, adding predictability and community support to the development process.

CRITERIA: The governing body has adopted a master plan in the past five years.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The master plan reflects the community's desired direction for the future. ☐ The master plan identifies strategies for priority redevelopment areas. ☐ The master plan addresses land use and infrastructure, including complete streets. ☐ The master plan includes a zoning plan. ☐ The master plan establishes goals, implementation actions, timelines and responsible parties. ☐ The master plan is accessible online.	☐ The master plan reflects the community's desired direction for the future. ☐ The master plan identifies strategies for priority redevelopment areas. ☐ The master plan addresses land use and infrastructure, including complete streets. ☐ The master plan includes a zoning plan. ☐ The master plan establishes goals, implementation actions, timelines and responsible parties. ☐ The master plan is accessible online. ☐ Progress on master plan implementation is assessed annually.

1.2 Downtown or Corridor Plan

Downtowns and major corridors are economic engines for communities. Having a plan for these particular areas adds predictability for future development and can support local efforts to strengthen businesses and create a community gathering space.

CRITERIA: The governing body has adopted a downtown or corridor plan.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The downtown or corridor plan identifies development area boundaries. ☐ The downtown or corridor plan clearly identifies priority projects. ☐ The downtown or corridor plan includes mixed-use and pedestrian-oriented development elements. ☐ The plan is available online.	☐ The downtown or corridor plan identifies development area boundaries. ☐ The downtown or corridor plan clearly identifies priority projects. ☐ The downtown or corridor plan includes mixed-use and pedestrian-oriented development elements. ☐ The plan is available online.

NOTE: For essential level, this best practice only applies in instances where the community has an active DDA or CIA TIF.

1.3 Capital Improvements Plan

Turning plans into action often requires capital investments. These plans, established under Michigan law, help coordinate these investments, which could include infrastructure, facilities, parks, technology and more.

CRITERIA: The governing body has adopted a capital improvements plan.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The capital improvements plan details a minimum of six years (beginning with the current year) of public structures and improvements and is updated annually.	☐ The capital improvements plan details a minimum of six years (beginning with the current year) of public structures and improvements and is updated annually.
☐ The capital improvements plan coordinates projects to minimize construction costs.	☐ The capital improvements plan coordinates projects to minimize construction costs.
☐ The capital improvements plan coordinates with adopted community plans and the budget.	☐ The capital improvements plan coordinates with adopted community plans and the budget.
☐ The capital improvements plan is accessible online.	☐ The capital improvements plan is accessible online.

1.4 Public Participation Plan

Public participation plans help communities establish clear expectations for public engagement, ensuring all groups are represented in decision making processes.

CRITERIA: The community has a public participation plan for engaging a diverse set of community stakeholders.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The plan identifies key stakeholders, including those not normally at the visioning table.	☐ The plan identifies key stakeholders, including those not normally at the visioning table.
☐ The plan describes public participation methods and the appropriate venue to use each method.	☐ The plan describes public participation methods and the appropriate venue to use each method.
☐ The plan includes the use of both traditional and proactive engagement methods.	☐ The plan includes the use of both traditional and proactive engagement methods.
☐ The plan identifies how the community will report out results of engagement efforts.	☐ The plan identifies how the community will report out results of engagement efforts.
☐ The community reviews and updates the plan on a regular basis.	☐ The community reviews and updates the plan on a regular basis.
	☐ The community provides an update on engagement activity to the governing body at least annually.

Best Practice 2: ZONING

2.1 Alignment with Master Plan

Under Michigan law, zoning ordinances must be based on an adopted master plan. Ensuring such coordination reduces uncertainty and risk for development.

CRITERIA: The governing body has adopted a zoning ordinance that aligns with the goals of the current master plan.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The community has evaluated the master plan's recommendations to determine if changes to the zoning map or ordinance are needed.	☐ The community has evaluated the master plan's recommendations to determine if changes to the zoning map or ordinance are needed. ☐ The community has made updates to the zoning ordinance to align with the goals and zoning recommendations from the master plan.

2.2 Accessibility and User-friendliness

Adding user-friendly components to the zoning ordinance can make it easier to understand, thus removing an initial barrier that disproportionately impacts local, small-scale, and first-time applicants.

CRITERIA: The zoning ordinance is accessible and user-friendly.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The ordinance and zoning map are accessible online.	☐ The ordinance and zoning map are accessible online. ☐ The ordinance portrays clear definitions and requirements. ☐ The ordinance includes graphics, tables or charts.

2.3 Concentrated Development

Allowing for areas of context-sensitive concentrated development provides myriad benefits including enabling pedestrian mobility, providing a sense of place, generating fiscal stability for communities, and leveraging existing infrastructure.

CRITERIA: The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The ordinance allows mixed-use buildings by-right in designated areas of concentrated development. The ordinance requires ONE or more of the following elements in areas of concentrated development: ☐ Build-to lines ☐ Open store fronts ☐ Outdoor dining ☐ Minimum ground floor transparency ☐ Front-facing doorways ☐ Parking located in the rear of the building ☐ Walk-up windows ☐ Public art program ☐ Temporary or permanent parklets	☐ The ordinance allows mixed-use buildings by-right in designated areas of concentrated development. The ordinance requires TWO or more of the following elements in areas of concentrated development: ☐ Build-to lines ☐ Open store fronts ☐ Outdoor dining ☐ Minimum ground floor transparency ☐ Front-facing doorways ☐ Parking located in the rear of the building ☐ Walk-up windows ☐ Public art program ☐ Temporary or permanent parklets

2.4 Housing Diversity

Having an ordinance which clearly allows for diverse housing types creates unique neighborhoods, provides lifestyle options for residents of all ages and income levels, helps attract talent, and provides flexibility for meeting market demand.

CRITERIA: The zoning ordinance allows for a variety of housing options.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
The ordinance allows for TWO or more of the following housing types by-right: ☐ Accessory dwelling units (ADU) ☐ Townhouses/rowhouses ☐ Triplexes ☐ Quadplexes ☐ 6-plexes ☐ Commercial ☐ Stacked flats ☐ First-floor residential with commercial ☐ Residential above commercial ☐ Micro units ☐ Cottage housing/bungalow courts ☐ Tiny houses	The ordinance allows for THREE or more of the following housing types by-right: ☐ Accessory dwelling units (ADU) ☐ Townhouses/rowhouses ☐ Triplexes ☐ Quadplexes ☐ 6-plexes ☐ Commercial ☐ Stacked flats ☐ First-floor residential with commercial ☐ Residential above commercial ☐ Micro units ☐ Cottage housing/bungalow courts ☐ Tiny houses

2.5 Parking Flexibility

The cost and space consumed by parking can make or break a project financially. Providing flexible options for parking allows for creative and context-sensitive solutions in communities of all sizes and reduces the negative impacts excessive parking can have on a community’s sense of place.

CRITERIA: The zoning ordinance includes flexible parking requirements.	
ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
The ordinance includes regulations for TWO or more of the following tools approved either administratively or by the planning commission: ☐ Reduction or elimination of required parking when on-street or public parking is available ☐ Connections between parking lots ☐ Shared parking agreements ☐ Parking maximums ☐ Elimination of parking minimums ☐ Parking waivers ☐ Electric vehicle charging stations ☐ Bicycle parking ☐ Payment in lieu of parking ☐ Reduction of required parking for complementary mixed uses ☐ Banked/deferred parking	The ordinance includes regulations for THREE or more of the following tools approved either administratively or by the planning commission: ☐ Reduction or elimination of required parking when on-street or public parking is available ☐ Connections between parking lots ☐ Shared parking agreements ☐ Parking maximums ☐ Elimination of parking minimums ☐ Parking waivers ☐ Electric vehicle charging stations ☐ Bicycle parking ☐ Payment in lieu of parking ☐ Reduction of required parking for complementary mixed uses ☐ Banked/deferred parking

2.6 Green Infrastructure

Integrating green infrastructure can reduce infrastructure and maintenance costs, provide opportunities for recreation and physical activity, reduce exposure to harmful substances, advance placemaking goals, improve safety, promote community identity and a sense of well-being, and provide economic benefits.

CRITERIA: The zoning ordinance includes standards for green infrastructure.	
ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
N/A	The ordinance includes regulations for THREE or more of the following: ☐ Low impact development techniques (rain gardens, bioswales, etc.) ☐ Rain water collection (blue roofs, cisterns, water harvesting, stormwater vaults, etc.) ☐ Green roofs ☐ Permeable pavement ☐ Steep-slope protections ☐ Street-tree planting standards ☐ Tree preservation or replacement standards ☐ Parking lot internal landscaping standards ☐ Open space preservation development (i.e., cluster housing) ☐ Required native or low-maintenance plantings ☐ Renewable energy ☐ Buffering standards around water bodies or other natural resources ☐ Off-site stormwater regulations allowing site developers to participate in district-scale stormwater management plans

Best Practice 3: DEVELOPMENT REVIEW

3.1 Defined Processes

Clearly defined development review processes provide predictability for investments big and small.

CRITERIA: The zoning ordinance includes clear steps for major development review processes.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ Processes for site plan review, special land use, rezoning, variances, and text amendments are clearly laid out in the zoning ordinance.	☐ Processes for site plan review, special land use, rezoning, variances, and text amendments are clearly laid out in the zoning ordinance.
☐ Development review standards are clearly defined.	☐ Development review standards are clearly defined.

3.2 Point of Contact

Having a clearly identified point of contact helps communities offer positive and personalized service which builds a foundation for a predictable development review experience.

CRITERIA: The community has clearly identified a point of contact for development review activities.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The community has an identified development review point of contact, which is clearly indicated on the website.	☐ The community has an identified development review point of contact, which is clearly indicated on the website.

3.3 Conceptual Review

Conceptual review meetings offer a chance for early, informal review of proposed projects. This helps avoid costly mistakes or delays later in the process.

CRITERIA: The community defines and offers conceptual review meetings for applicants.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The community advertises online that conceptual site plan review meetings are available.	☐ The community advertises online that conceptual site plan review meetings are available.
	☐ The community has clearly defined expectations posted online and a checklist to be reviewed at conceptual meetings.

Best Practice 3: DEVELOPMENT REVIEW *continued*

3.4 Internal Review Process

Clearly documenting the internal review process provides predictability and consistency in the development review process. It also ensures that processes can continue in the event of staff turnover.

CRITERIA: The community has a clearly documented internal staff review policy.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
The internal review process addresses the following: ☐ Key steps of the application from submittal to issuing of the permit ☐ Timelines ☐ Identifies who reviews applications ☐ Identifies approval standards	The internal review process addresses the following: ☐ Key steps of the application from submittal to issuing of the permit ☐ Timelines ☐ Identifies who reviews applications ☐ Identifies approval standards ☐ The community has established a joint review team.

3.5 Approval Authority

Approving permitted uses at the planning commission or staff level allows faster approval and respects the administrative nature of development review.

CRITERIA: The community streamlines the approval process by using administrative and planning commission approval authority.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ Site plans for permitted uses are approved administratively or by the planning commission.	☐ Site plans for permitted uses are approved administratively or by the planning commission. ☐ Permitted uses do not require a formal public hearing (but allow for public comment and other engagement as deemed necessary).

3.6 Fee Schedule

Having a fee schedule allows an applicant to clearly understand their likely costs upfront, reducing surprises further in the process.

CRITERIA: The community maintains a fee schedule.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The fee schedule is available online in an easy-to-find location.	☐ The fee schedule is available online in an easy-to-find location. ☐ The fee schedule is reviewed annually and updated as needed.

Best Practice 3: DEVELOPMENT REVIEW *continued*

3.7 Payment Methods

Clearly identifying methods of payment reduces uncertainty. Communities that accept credit cards offer a highly sought after, modern option that adds flexibility.

CRITERIA: The community offers clear methods of payment.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The community clearly indicates on its website accepted method(s) of payment for development fees.	☐ The community clearly indicates on its website accepted method(s) of payment for development fees. ☐ The community accepts credit card payment for development fees.

3.8 Access to Information

Having key information and forms available online (or organized into a guide) reduces the number of questions the point of contact will need to address and increases the likelihood of a successful development review experience from the beginning.

CRITERIA: The community makes development review information and forms readily available online.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
The community's website includes the following essential items: ☐ Zoning ordinance ☐ Meeting information ☐ Application(s) for site plan ☐ Special land use, rezoning, variance ☐ Zoning text amendment and zoning permits ☐ Fee schedule ☐ Conceptual meeting availability	The community has compiled a "Guide to Development," which includes the following: ☐ Relevant contact information ☐ Relevant meeting schedules; flowcharts of development review processes ☐ Conceptual meeting procedures ☐ Relevant ordinances to review prior to application submission ☐ Applications for all major development review processes (at least site plans, special land-uses, variances, and rezoning) ☐ Explanation of approval authority for development review processes ☐ Fee schedule ☐ Special meeting procedures ☐ Financial assistance tools ☐ Design standards and other local guidelines ☐ Information on building processes and contacts ☐ The "Guide to Development" is available online.

3.9 Project Tracking

Having a consistent tracking system keeps staff and applicants informed of a project’s development review status. It also ensures continuity in the event of staff turnover or absences.

CRITERIA: The community has a method to track development projects.	
ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
N/A	☐ The community uses a tracking mechanism for projects during the development process, from application to permit.

Best Practice 4: BOARDS & COMMISSIONS

4.1 Recruitment Process

Having clear and accessible recruitment and appointment procedures reduces barriers to attracting candidates for boards and commissions.

CRITERIA: The community has a clear recruitment and appointment process.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ Board and commission applications are available online.	☐ Board and commission applications are available online. ☐ The community has clearly documented the process for board and commission appointments online.

4.2 Expectations and Interests

Providing clear expectations on what being a board member entails (and helpful background to have) helps candidates understand which board may best fit their experience and capacity.

CRITERIA: The community sets expectations for board and commission positions.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The community outlines expectations for board and commission positions.	☐ The community outlines expectations for board and commission positions. ☐ The community identifies associated interests and background for board and commission positions.

4.3 Orientation

Ensuring recently elected or appointed officials have the information they need to perform their new duties makes the development review process more predictable.

CRITERIA: The community provides orientation material to all appointed and elected members of development-related boards and commissions.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The orientation materials include all relevant planning, zoning and development information.	☐ The orientation materials include all relevant planning, zoning and development information.

4.4 Bylaws

Bylaws provide predictability for board proceedings and, therefore, the development review experience.

CRITERIA: The community has bylaws for appointed development-related boards and commissions.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The community has adopted bylaws for appointed development-related boards and commissions. ☐ The bylaws are available online.	☐ The community has adopted bylaws for appointed development-related boards and commissions. ☐ The bylaws are available online.

Best Practice 4: BOARDS & COMMISSIONS *continued*

4.5 Planning Commission Annual Report

All planning commissions in Michigan must issue an annual report as outlined in the MPEA. This is also a great opportunity to assess past activity and communicate with other boards.

CRITERIA: The community issues a planning commission annual report.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The planning commission prepares an annual report for the governing body.	☐ The planning commission prepares an annual report for the governing body.

4.6 Training Plan

Developing a training plan identifies opportunities, expectations, and goals that are aligned with the community's plans, needs, and capacity. This working document addresses training needs and desires of current board and commission members.

CRITERIA: The community has a documented training plan.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
☐ The plan identifies training goals and expectations.	☐ The plan identifies training goals and expectations.
☐ The plan identifies funding sources.	☐ The plan identifies funding sources.
☐ The plan identifies how training participants share outcomes with other officials and staff.	☐ The plan identifies how training participants share outcomes with other officials and staff.
☐ The plan identifies how the community consistently encourages training.	☐ The plan identifies how the community consistently encourages training.
☐ The plan is reviewed every two years.	☐ The plan is updated annually.

4.7 Joint Meetings

Joint meetings offer opportunity for direct collaboration between officials to ensure the community's board are rowing in the same direction.

CRITERIA: The community holds joint meetings with boards and commissions.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
N/A	☐ The community holds collaborative work sessions, meetings, trainings or other joint events at least annually.

Best Practice 5: ECONOMIC DEVELOPMENT & MARKETING

5.1 Economic Development Strategy

More than ever, communities and their partners must understand how to leverage their strengths and address their challenges in a competitive market for talent and investment. A local economic development strategy guides those efforts.

CRITERIA: The community has approved an economic development strategy.	
ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
N/A	☐ The economic development strategy identifies the economic opportunities and challenges of the community. ☐ The strategy addresses activities related to key economic development initiatives including business and talent attraction/retention, education and infrastructure. ☐ The economic development strategy defines specific goals, actions, timelines and responsible parties for implementation. ☐ The economic development strategy coordinates with a regional economic development strategy. ☐ The economic development strategy is accessible online. ☐ Progress on the economic development strategy is reported annually to the governing body.

5.2 Incentive Tools

Clearly identifying locally available economic development tools ensures the most efficient use of local resources to encourage development that the community desires. Having process documentation and application materials available assists potential applicants in understanding how to leverage local tools.

CRITERIA: The community has identified local economic development tools.

ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
N/A	☐ The community's identified local economic development tools are outlined online. <i>*Financial and non-financial examples below</i> ☐ The process for accessing the local economic development tools, and application materials (if applicable) are available online.

FINANCIAL AND NON-FINANCIAL EXAMPLES

Financial	Non-financial
Façade improvement programs	Density bonuses
Housing incentive programs	Design assistance (financial or non)
Infrastructure improvements	Expedited review process
Industrial facilities tax exemption	Height bonuses
Land disposition policies which allow for a reduced sale price	Infrastructure advantages
Local or county brownfield TIF	Off-street parking reductions (project specific)
Local small business support loans	Pre-approved building plans
Neighborhood enterprise zones	Reduced setbacks
PILOTs (payment in lieu of taxes)	Resource connections
Revolving loan fund	Workforce training
Site prep	
Tax abatements (Industrial, OPRA, Commercial rehab, etc.)	
Waived local fees (development review, utility connections, etc.)	

5.3 Marketing Plan

Marketing and branding are essential tools for promoting a community’s assets and unique attributes. A marketing plan establishes goals and strategies for how a community should partner locally to build a consistent brand, tell their unique story, and attract new residents, visitors, businesses, and development.

CRITERIA: The community has a documented marketing plan.	
ESSENTIALS EXPECTATIONS	CERTIFIED EXPECTATIONS
N/A	☐ The marketing plan conducts an inventory of existing assets, including visual, online, and physical resources. ☐ The marketing plan defines specific goals, strategies and tactics to attract businesses and investment including audiences, messaging, and primary delivery methods. ☐ The marketing plan identifies approaches to market priority development sites. ☐ The marketing plan aligns marketing efforts with local, regional and state partners. ☐ The marketing plan identifies core branding elements that provide a consistent community image including: tagline; simple logo(s); primary color palette; primary typefaces; and a collection of community photos.

POST CERTIFICATION APPENDIX

Best Practice 6: REDEVELOPMENT READY SITES®

Best Practice 6 is intended to be a post-certification best practice. As such, communities are strongly encouraged to complete Best Practices 1–5 before attempting to complete this best practice. Communities who complete the other best practices are far more prepared to realize positive outcomes from this best practice and will receive direct support from the Redevelopment Service Team to implement this best practice for the community's priority sites. All RRC Certified communities are expected to

implement this best practice following certification.

The expectations are provided in this handbook in the interest of transparency, so communities know what to expect post-certification. This information also serves to support communities who may not be pursuing certification but would still like guidance on priority site redevelopment best practices. Communities on the path to Essentials level do not need to complete this best practice.

6.1 Prioritize Sites

CRITERIA: The community identifies and prioritizes redevelopment sites.

CERTIFIED EXPECTATIONS

- ☐ The community maintains an updated list of at least three priority sites.

6.2 Basic Information

CRITERIA: The community gathers basic information for at least three priority sites.

CERTIFIED EXPECTATIONS

Required information to include:

- | | |
|--|--|
| ☐ Photo of the site and/or rendering | ☐ Building size |
| ☐ Desired development outcomes for the site | ☐ State equalized value |
| ☐ Owner contact information | ☐ Utility contact information |
| ☐ Community contact information | ☐ Zoning |
| ☐ Utilities on site: water, sewer, electricity, natural gas | ☐ Lot size |
| ☐ Wired broadband infrastructure: DSL, cable, fiber | |

6.3 Vision

CRITERIA: The community has development a vision for at least three priority sites.

CERTIFIED EXPECTATIONS

- ☐ The vision includes desired development outcomes.
- ☐ Community champions for redevelopment of the site are identified.
- ☐ High controversy redevelopment sites may require additional public engagement as identified in the public participation plan.
- ☐ The master plan and zoning ordinance have been reviewed for any updates needed to support the site vision.

POST CERTIFICATION APPENDIX

Best Practice 6: REDEVELOPMENT READY SITES® *continued*

6.4 Potential Resources

CRITERIA: The community identifies potential resources and incentives for at least three priority sites.

CERTIFIED EXPECTATIONS

The community identifies negotiable development tools, financial incentives, and/or in-kind support, based on the project meeting the community's vision and desired development outcomes. Examples include:

- | | |
|---|---|
| ☐ Density bonuses | ☐ Expedited approval process |
| ☐ Local grants and loans | ☐ Waived fees |
| ☐ Abatements | ☐ State incentives |

6.5 Property Information Package

CRITERIA: The community assembles a property information package for at least one priority site.

CERTIFIED EXPECTATIONS

The property information package includes all basic information, site vision, financial incentives and the following (as applicable):

- | | |
|---|--|
| ☐ Deed restrictions | ☐ Property tax assessment information |
| ☐ Property survey | ☐ Previous uses |
| ☐ Known environmental and/or contamination conditions | ☐ Existing conditions report |
| ☐ Soil conditions | ☐ Demographic data |
| ☐ Planned infrastructure improvements (as identified in the CIP) | ☐ Surrounding amenities |
| ☐ GIS information including site location and street maps | ☐ Natural features map |
| ☐ Traffic studies | ☐ Target market analysis |
| ☐ Market feasibility studies | ☐ Special zone/district status |

6.6 Marketing

CRITERIA: Prioritized redevelopment sites are actively marketed.

CERTIFIED EXPECTATIONS

- ☐ The sites and property information package(s) are marketing in accordance with the community's marketing strategy.

RRC Best Practices references, glossary, and notes

BEST PRACTICE 1: PLANS & ENGAGEMENT

Related Laws

[Michigan Planning Enabling Act \(PA 33 of 2008\)](#)
[Tax Increment Financing Act \(PA 57 of 2018\)](#)
[Michigan Open Meetings Act \(PA 267 of 1976\)](#)
[Open Meetings Act Handbook](#)

RRC Guides

[Master Plan Update Guide](#)
[Capital Improvements Guide](#)
[Public Participation Plan Guide](#)
See other related resources in the [RRC Library](#)

Definitions

1.1–Annual Progress Reporting: Annual progress reporting is the act of a community reviewing the plan's goals and actions at least annually and determining where they stand on achieving those goals and actions. It can be done in many ways including a report, joint meeting, presentation, memo, etc.

1.2–Downtown: A community's principal downtown is one with a grouping of 20 or more contiguous commercial parcels or property that include multi-story buildings of historical or architectural significance. The area must have been zoned, planned, built, or used for commercial purposes for more than 50 years. The area must primarily consist of zero-lot-line development, have pedestrian-friendly infrastructure and an appropriate mix of businesses and services.

1.2–Corridor: A high impact corridor or gateway offers unique connectivity and connections to downtowns, new economic opportunities, safe and sustainable transportation, and improvement in a community's quality of life. A corridor includes one or more routes that connect to economic activity, and often forms boundaries between neighborhoods and communities. Communities without a traditional downtown and communities with a significant corridor in their boundaries will be evaluated with these criteria.

1.4–Traditional Engagement Methods: In general, these methods are one-way communication tools. Common, and often legally required methods include public meetings, public comment periods and hearings, newspaper postings, website postings, attachments to bills, announcements at meetings and fliers at the community office.

1.4–Proactive Engagement Methods: Proactive engagement methods are initiated by the community/consultant and typically foster two-way communication between the community and stakeholders. Examples include (but are not limited to): social media, community workshops, one-on-one interviews, focus groups, crowdsourcing, canvassing, and individual mailings (not counting those which are legally required).

BEST PRACTICE 2: ZONING

Related Laws

[Michigan Zoning Enabling Act \(PA 110 of 2006\)](#)

RRC Guides

[Guide to Zoning Reform: Downtowns and Adjacent Neighborhoods](#)

[Guide to Zoning Reform: Commercial Corridors and Shopping Centers](#)

See other related resources in the [RRC Library](#)

Definitions

2.3–Concentrated Development: An area with high density (i.e., downtown or corridor).

2.3–Build-to Lines: A zoning ordinance standard that regulates how far back a building must sit from the street or public right-of-way (ROW). Not only do build-to lines achieve planned street patterns, but they are a strong placemaking provision that supports the pedestrian experience. Build-to lines are most effective when they mimic the street wall of a community's historic buildings or are between 0–10 feet from the public right-of-way.

2.3–Minimum Ground Floor Transparency:

Local zoning requirements setting a minimum percentage of the first floor which must have some type of transparent material. This allows for activity in the building to be seen from the outside, adding to the pedestrian experience.

2.3–Mixed-use Buildings: This is specifically referring to buildings that include residential space as well as non-residential space. Sometimes referred to as vertical mixed-use development.

2.3–Open Store Fronts: A design/development practice that assists ground-floor uses to expand commercial activity outdoors. This can often consist of a walk-up window for taking/delivering orders or garage doors that create a larger façade opening to invite pedestrians in. *Note: Open store fronts differ from open-air businesses as open-air businesses do not have a full enclosure or principal building.*

2.4–Accessory Dwelling Units: Separate living space within a house (attached accessory dwelling unit) or on the same property as an existing house (detached accessory dwelling unit).

2.4–Cottage Housing: Generally defined as a grouping of small, single family dwelling units clustered around a common area and developed with a coherent plan for the entire site.

2.4–Micro Units: Apartment-style units which are 400 square feet in size or less.

2.4–Stacked Flats: Multi-family building with one unit at ground level and one above. Occupants for the second-floor units climb stairs to get to their homes, but once there, no additional stairs.

2.4–Tiny Houses: A detached housing unit under 400 square feet. Local regulations may place additional standards such as connection to utilities or anchoring to the ground.

2.4–Townhouses/Rowhouses: A building containing three or more attached dwelling units. Typically, these dwelling units directly face the street, share common walls and occupants will own or rent all the space from the ground to roof. These units are not typically stacked.

2.5–Banked/Deferred Parking: A local zoning tool which allows communities to conditionally waive the required parking but still reserve space on the site for future parking if later determined to be needed.

2.5–Payment in Lieu of Parking: A local tool which allows new development to pay into a local fund designated to address parking needs.

2.6–Blue Roofs: A roof design explicitly intended to store water, typically rainfall.

2.6–Pervious Pavement: Pervious pavement creates a very porous medium that allows water to drain to the underlying soils.

2.6–Open Space Preservation Development: Allows for the developer to smaller residential lots on a portion of a development site and the remaining area is preserved as natural or recreational open space. This results in less disturbed space and a design that is more efficient for the provision of infrastructure. Sometimes referred to a cluster housing.

2.6–Renewable Energy: Examples include wind, solar, passive solar and solar gardens.

BEST PRACTICE 3: DEVELOPMENT REVIEW

Related Laws

[Michigan Zoning Enabling Act \(PA 110 of 2006\)](#)

RRC Guides

[Guide to making a “Guide to Development”](#)

See other related resources in the [RRC Library](#)

Definitions

3.1–Development Review: For the purposes of RRC Best Practices, development review means any defined development approval processes at the local level. This commonly includes site plan review, special land use, variances, rezoning, and text amendments. Depending on local laws, it may also include conditional land uses, conditional rezoning, cluster housing, planned unit developments (PUDs), etc.

3.1–Site Plan Review: Most common type of development request. Site plans are required for most uses (exceptions vary by community). Site plans allow local staff and officials to assess a proposed development to determine its alignment with the zoning ordinance.

3.1–Rezoning Request: Request to change the zoning district on the official zoning map for a parcel(s) of land. A legislative action which requires approval by the governing body.

3.1–Variance Request: A request to allow for uses that may not meet the full intent of the zoning designation. Approved by the Zoning Board of Appeals.

3.1 –Special Land Use: A use that requires more review criterion under a zoning designation. Some older zoning ordinances may refer to these as conditional uses.

3.3–Conceptual Site Plan Review: A meeting designed to provide an applicant with the opportunity to identify significant issues that could affect the basic design and feasibility of the project. Early discussions with the community will help the applicant make informed decisions about their application and avoid unnecessary processing delays. Conceptual meetings

can assist with understanding the application process, confirming what, if any, permits or licenses are needed, guiding an application to resources, determining application requirements, and identification of potential issues surrounding the project.

3.4–Internal Review Process: This refers to the “behind-the-scenes” process which happens between submitting the development review application and a final decision by the community.

3.5–Administrative Approval: A local process where the Zoning Administrator may directly approve development review applications. Commonly seen for single and two-family homes, expansions, and other small development requests.

3.5–Public Hearing: A formal public event specific to a particular project which requires formal notification and other components as required under state and local laws. A public hearing is different than the public comment period commonly found at the beginning all public meetings.

3.8–Financial Assistance Tools: Economic development programs, grants, loans, bonds, etc.

3.8–Special Meetings: Special meetings allow an applicant to request a meeting sooner than the regularly scheduled meeting for a public body. Communities often charge a fee to cover public noticing and other costs. Communities are not required to offer special meetings.

3.9–Tracking System: A record keeping process which records key steps of the development review process and allows the community to quickly determine the status of an application and next steps. Complexity varies by community based on needs and capacity.

Other Notes

3.9–Tracking Applicability: This best practice criteria applies for all steps of the development review process where the community has direct control over the application.

BEST PRACTICE 4: BOARDS & COMMISSIONS

Related Laws

[Michigan Planning Enabling Act \(PA 33 of 2008\)](#)

RRC Guides

[Training Strategies & Resources Guide](#)

See other related resources in the [RRC Library](#)

Definitions

4.2–Expectations: A clear indication of how much time and effort a position will require. This is independent of background. Common topics include meeting times, time to prepare for meetings, new or ongoing training standards, and major responsibilities of the board.

4.2–Skill-sets: Background and experience with is desirable for board members to help them “hit the ground running.” This can also help communities build boards with diverse backgrounds and assist with selecting a candidate in the event there are more applicants than positions.

4.3–Orientation: Action taken by community staff or officials to help new officials on boards and commissions understand their role; ideally this occurs prior to their first meeting.

4.4–Bylaws: A set of rules adopted by an organization chiefly for the government of its members and the regulation of its affairs. Michigan law requires bylaws for certain local boards and commissions.

4.6–Joint Meeting: A meeting, event, workshop, training, or other gathering where two or more boards gather to discuss or participate in activities of mutual interest.

Other Notes

Applicability—Unless otherwise specified, each Best Practice 4 criteria applies to all community boards and commissions directly responsible for planning, zoning, development review and economic development. This commonly includes the governing body, planning commission, downtown development authority (DDA), and Zoning Board of Appeals (ZBA) in most communities. It may also include the historic district commission (HDC), local brownfield development authority, local development commission (LDC) and more depending on local circumstances.

BEST PRACTICE 5: ECONOMIC DEVELOPMENT & MARKETING

RRC Guides

[Economic Development Strategy Guide](#)

[Marketing Guide](#)

See other related resources in the [RRC Library](#)

Other Resources

[Mich. Department of Treasury Property Tax Exemptions](#)

[MEDC Community Development](#)

Definitions

5.1–Regional Economic Development Strategies:

Each of Michigan’s 10 prosperity regions has developed a regional economic development plan. Additionally, regional planning agencies are commonly responsible for the creation of regional comprehensive economic development strategies (CEDS) which are updated

regularly and often used to secure funding from federal sources. Communities may fall under multiple strategies depending on their location.

5.2–Key Economic Development Incentives:

Designation of “key” incentives will vary by community but should include any that the community has already established such as commercial rehabilitation districts, abatements, local brownfield awards, PILOTs, local grants, etc.

Other Notes

5.3–Marketing Core Branding Elements: The marketing plan does not need to include a formal brand, but instead simply elements that could lead to such a brand later if the community chooses to do so.

BEST PRACTICE 6: REDEVELOPMENT READY SITES®

RRC Guides

[Developer Request for Qualifications \(RFQ\) guide](#)

[Redevelopment Ready Sites Guide](#)

See examples of property packages in the [RRC Library](#)

Other Resources

[MEDC Redevelopment Services Team](#)

Definitions

6.1–Priority Site: A site which has been determined to be of special interest for development in the community. Often identified in local plans such as the master plan, downtown/corridor plan or economic development strategy.

6.3–Champion: A champion supports efforts to develop the site at public meetings and helps keep the process moving. Champions are especially important when the community is considering a potentially controversial site.

6.3–High Controversy (re)Development Site:

A site which is likely to foster significant public interest in its (re)development. This commonly applies to publicly owned sites but may also apply to private sites in high-impact or high-visibility areas, especially near residential zones.

6.4–Density Bonuses: Zoning tools which allow a development to exceed standard density limitations in exchange for meeting other community priorities such as open space, affordable housing, green infrastructure, etc.

6.4–Waived Fees: A community may waive or reduce local fees associated with development such as site plan review, inspections, utility connections, etc.

6.5–Special Zone/District: A formally established local district that could impact development requirements or incentive eligibility. Examples include opportunity zones, commercial rehabilitation districts, downtown development authority districts, brownfields, historic districts, etc.

Conclusion

Redevelopment Ready Communities® assists communities in maximizing their economic potential by embracing effective redevelopment tools and best practices. Through the creative reuse of space, embracing economic innovation, and proactively planning for the future, Redevelopment Ready Communities® are more attractive for investments that create places where talent wants to live, work and play. Communities not formally engaged in RRC, but wanting to learn more about these best practices and RRC in general are encouraged to complete the free online training.

To be vibrant and competitive in today's economy, Michigan communities must create the types of places

where talent and businesses want to locate, invest, and expand. Communities who have successfully achieved Essentials or Certified level in RRC send a signal to business owners, developers, and investors that the community has removed barriers to development by building fair, consistent and deliberate processes. Communities will always face challenges, but by identifying assets and opportunities, planning for new development, and focusing limited local resources, communities will have the tools to ensure they remain competitive for business and talent attraction for years to come.





MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

Dedicated to shared economic success, the Michigan Economic Development Corporation promotes the state's assets and opportunities that support business investment and community vitality. The MEDC's business assistance programs and services connect companies with people, resources, partners, and access to capital.